



Alachua County Human Resources 2017-2020 Strategic Planning Process Report



Where Nature and Culture Meet

**DEVELOPMENT OF A STRATEGIC PLAN FOR THE ALACHUA COUNTY HUMAN
RESOURCE DEPARTMENT AS A SUPPORT ELEMENT TO RESPECTIVE COUNTY
DEPARTMENTS
JANUARY 1, 2018-SEPTEMBER 30, 2020**

Introduction

The development and utilization of a strategic plan, outlining direction and needs of the organization for three to five years, is a critical planning tool for both the Alachua County Government and its Human Resources Department. An effective plan ensures input from County leadership, users of Human Resources Department services, and staff members during its development, and allows all involved in the organization's administrative and budgetary processes to chart its course and assess future personnel, equipment, and fiscal needs. An effective plan also includes an on-going performance monitoring component, designed to hold assigned Department members responsible and accountable for their contribution to the accomplishment of specific goals, objectives, outcomes, and presents a process for regular quarterly review and updating of the plan to address the needs of Alachua County. Finally, the planning process itself serves as a development and training opportunity for Human Resources staff, focusing their attention on strategic thinking, inter-Departmental involvement, and individual and organizational responsibility and accountability.

Pursuant to discussions with County administrative leadership, this appears to be an opportune time to adopt an on-going strategic planning process and to establish and expand, adjust, and modify the initiatives, goals, and objectives utilized by the Human Resource Department. This strategic planning process will also include the review and, if necessary, refinement of the Department's current mission and values statements to ensure their applicability and congruence with the vision and expectations of County Government.

The Strategic Planning Process

Phase 1

On the morning of October 31, 2017, a working group of County Government leaders and managers met in a facilitated discussion of three critical questions as a basis for the development of the Human Resources Department Strategic Plan:

- What does the Human Resources Department do best in support of the County's mission?
- How may the Human Resources Department improve in service to other elements of County Government?
- What should the Human Resources Department be doing in the next 3-5 years to better support the County's mission?

As an adjunct to the question about improvement in service, attendees also discussed the role of Human Resources Liaisons assigned to individual departments.

During the afternoon of October 31, 2017, a working group comprising employees assigned as Human Resources Liaisons and representatives from the collective bargaining units met for a second facilitated discussion. In this session, attendees focused on responding to a series of questions slightly different from those of the morning session:

- What are the strengths of the Human Resources Department? What does the Department do well?
- What areas of difficulties exist in the relationship between the Human Resources Department and users of its services?
- How can the Human Resources Department improve in service to other elements of County Government?
- What should the Human Resources Department be doing in the next 3-5 years?

On November 1, 2017, the facilitator met with the staff of the Human Resources Department to:

- Discuss this Strategic Plan Process and its applicability to the Human Resources Department.
- Review and, if necessary, revise the formal mission of the Human Resources Department.
- Align and define the practical implementation of values of the Human Resources Department with the formal values of Alachua County Government.
- Conduct a detailed Strengths, Weaknesses, Opportunity, and Threats (SWOT) analysis of the Human Resources Department.
- Discuss the results of the previous day's sessions.
- Identify major goals, objectives, and outcomes for the future of the Human Resources Department.

Attendees at each of these working group sessions and the results of their facilitated discussions are reflected in Appendix A.

Phase 2

Upon development, initial drafts of the Department's mission and values statements and the major goals for the future were circulated for further input from personnel throughout the Human Resources Department. Members of the Human Resources Department subsequently met on November 13 and again on November 29 to develop and clearly:

- Refine the wording of each goal.
- Identify strategies needed to move toward the accomplishment of objectives and outcomes for each goal.
- Clearly articulate time-specific and measurable objectives for inclusion in each strategy to achieve respective outcomes.

Report Finalization

In order to ensure the completeness of the Strategic Plan, a final meeting of those who participated in the October 31-November 1 sessions was held on December 6, 2017, and the completed Mission, Values, goals, strategies, and objectives were presented for information and comments.

Finalized Strategic Plan

The Human Resources Department's Strategic Plan for 2018-2020 is provided in Appendix B and includes the revised Mission Statement and Proposed Departmental Values Statements. The Strategic Plan itself contains three goals, 11 strategies, and 66 objectives. Each objective is capable of being measured, is assigned as a responsibility to a designated position within the

Human Resources Department, and is associated with one of three general timeframes for expected implementation:

- Short-term: Between January 1, 2018, and September 30, 2018. Many of these will become ongoing activities upon full implementation. Several critical objectives have already begun and, because of their importance, are reflected in this Strategic Plan. Forty-eight (48) of the objectives fall within this time frame.
- Intermediate: Within the following fiscal year (October 1, 2018-September 30, 2019). Fifteen (15) of the objectives are considered intermediate.
- Long-term: Implementation is anticipated in Fiscal Year 2019-2020 or later. Three (3) objectives fall within this timeframe.

It should be noted that the timeframes for implementation of this Strategic Plan may be viewed as extremely optimistic. Leadership within County Government and the Human Resources Department itself should be prepared to adjust such timeframes accordingly, but without reducing expectations or mitigating the accountability of Department staff for the accomplishments of these objectives.

Further Recommendations

In order to maximize the potential of the Strategic Plan and to ensure its implementation, the following actions are recommended:

1. A bound printed copy of the Strategic Plan should be provided to each member of the Human Resources Department, as well as to the County Manager, appropriate County leadership and management staff, and the Board of County Commissioners.
2. An electronic version of the Strategic Plan should be posted on the Human Resources Department website.
3. The annual performance review of each member of the Human Resources Department should be clearly tied to his/her role in accomplishing the Strategic Plan and completing assigned objectives.
4. Compliance with the Strategic Plan's objectives should be reviewed by the County administration and Board of County Commissioners on a quarterly basis, with a subsequent status report to internal stakeholders through the County intranet.
5. An annual report on the accomplishments toward the Strategic Plan should be provided to the County Manager and Board of County Commissioners and posted on the Human Resources Department website and through the County intranet.
6. The Strategic Plan should be reviewed and updated each year to reflect accomplishments toward Plan objectives, as well as changes in County demographics, direction, and leadership, in order to develop ongoing and future goals, strategies, and objectives.

Alachua County Preliminary Strategic Planning Sessions
October 31-November 1, 2017

Leadership/Management Session Attendees (October 31, 2017)

Attendees:

- Chris Bird, Environmental Protection
- Susannah Causier, Organizational Development and Training
- Jackie Chung, Office of Equal Opportunity
- Tommy Crosby, Assistant County Manager
- Michael Durham, County Attorney's Office
- Jim Harriott, Deputy County Manager
- Charlie Jackson, Facilities Management
- Steve Lachnicht, Growth Management
- Michele Lieberman, Interim County Manager
- Joe Lipsey, Court Services
- Shaney Livingston, Library Director
- Sean McLendon, Office of Sustainability
- Candie Nixon, Community Support Services
- Bill Northcutt, Alachua County Fire Rescue
- Sally Palmi, Solid Waste & Resource Recovery
- Gina Peebles, Interim Human Resources Director/Assistant County Manager
- Mark Sexton, Communications & Legislative Affairs Director
- Brian Singleton, Public Works
- Kevin Smith, Information & Telecommunications Services
- Claudia Staton, Court Services
- Harold Theus, Alachua County Fire Rescue
- Ed Williams, Animal Services
- Tim Williams, Office of Supervisor of Elections

Question: What does the Human Resource Department do best in support of the County's mission?

- HR software (Neogov)
- Position advertising
- Consultation; ability to answer questions
- Public records support
- Keep processes in compliance
- Ability to walk through hiring process
- Help with union issues
- Record keeping for contract negotiations
- Polite
- Provide non-technical training
- Serve as a resource for training
- Add structure to perform evaluation process
- Interact well with potential employees
- Say "no" in 5 languages
- Serve as a resource to employees with problems

Question: How may the Human Resource Department improve in service to other elements of County Government?

- Increase creativity; be willing change with the times and new processes
- Need to start with “yes;” say “yes” in 5 languages
- Better flexibility
- Be willing to step out of the box
- Assume a transformational role in County organization (instead of simply transactional)
- Develop greater understanding of needs of individual departments
- Be sure to hear problems and help find solutions
- Employee recognition is a stale process; lacks sense of excitement
- Better screening/sorting of applications to narrow choices for entry level positions
- Become more reachable, able to more quickly respond
- Provide a consistent response to inquiries
- Re-write/update policies
- Recognize needs of unique positions
- Update job descriptions
- Delayed implementation of Bonus for Innovation Program
- Ensure timely response to requests
- Better understanding of the job of customers (departments) and role of HR in providing assistance and support
- Shorten timeframe for filling positions and streamline steps in the hiring process
- Improvement of forms utilized
- Develop a numerical system for rating candidates
- Involve a member from the HR Department in employment interviews
- Send conditional offer of employment
- Better communication with departments
- Identify/update core competencies for each position
- Ensure vetting of employee problems at department or lowest appropriate levels; where possible, send positions with issues back to their department
- Develop a sense of empowerment within the HR staff, a sense of responsibility for addressing issues and questions.
- Review staffing level in HR for sufficiency, repurpose positions for effectiveness
- Enhance exit interview process
- Update position classifications
- Notify non-hires in a timely fashion

Discussion of Human Resources Liaison Role:

- Department staff member aids HR issues (role started with payroll and expanded over the years)
- Meet twice a year
- Activity varies with department; some liaisons are full service, conducting investigations and providing benefit information, and others are transmittal communicators

- Can become entrenched in the human resources process
- Gatekeeper role can be an impediment and create miscommunications
- Can act as navigator through the system
- Organizational issue is how we select individuals for and use these positions and what skills sets they should possess
- Need to clarify roles, responsibilities, and relationships involving these positions
- Need to enhance communication (e.g. recent issues with Neogov)
- Need training
- Enhance customer service

Question: What should the Human Resource Department be doing in the next 3-5 years to better support the County's mission?

- Recognized as premier agency in the State
- HR professionals want to work here
- Creative ways to recognize/motivate employees
- Viewed as providing customer service (not be viewed as the HR police)
- Talent management
- Provide outside expertise to departments; challenge the ways we do business
- Technologically advanced
- Recognition of new workforce and their needs
- One set of customers is our applicants
- Staff go to the HR department for accurate answers and solutions
- New employee recruitment
- Timeliness of assistance and guidance
- Job descriptions will reflect our current world!
- Viewed as advocates for management and line employees
- Flexibility/usability of work space
- Understanding of 3-5 County Strategic Plan and become strategic partner in its implementation
- Pay compression
- Modernization
- Ability to distinguish and market advantages of County government employment
- Provide enhanced infrastructure for raw talent
- Formalize and standardize County internship program
- HR staff should become subject matter experts for County
- Enhance the College Credit/Reimbursement Program
- Applicant relations with HR is outstanding
- Benefits serve as an enticement for new employees
- Develop specific departmental recruiting platforms
- Better screening tool/capability at point of submission of applications
- Enhance career development program for County
- Address diversity/inclusion
- Reflect issues in the larger marketplace
- Expanded use of contract employment
- HR leadership expands situational awareness

Human Resource Liaisons Session (October 31, 2017)

Attendees:

- James Bendel, Alachua County Fire Rescue
- Susan Bertram, Growth Management
- Angela Blake, Facilities Management
- Lisa Bramos, Information & Telecommunications Services
- Angie Cox, Alachua County Fire Rescue
- Michael Durham, County Attorney's Office
- Donna Dyson, Facilities Management
- Ken Fair, Public Waste/ Solid Waste & Resource Recovery
- Cheryl Graves, Visitor and Convention Bureau
- Eileen Hodges, County Attorney's Office
- Bob Lawrence, Public Waste/ Solid Waste & Resource Recovery
- Kate Libby, Budget and Fiscal Services
- Renee Nelms, Agricultural Extension
- Mary Nieberger, Equal Opportunity
- Jeremy Pappy, Laborers' International Union of North America
- Gina Peebles, Interim Human Resources Director/ Assistant County Manager
- Karem Scott-Kotb, Alachua County Fire Rescue
- Diane Smith, Office of Management and Budget
- Claudia Stalon, Court Services
- Julie Thompson, Community Support Services
- Cathie Whitney, Community Support Services

Question: What are the strengths of the Human Resource Department? What does the Department do well?

- Generalists are always available and patient; possess the ability to make certain decisions
- Knowledgeable about HR policies and procedures
- Can find out and point in the right direction
- Selection of software (Neogov)
- Handle on-boarding of new employees well
- Follow policies well (although policies may be vague)

Question: What areas of difficulties exist in the relationship between the Human Resource Department and users of its services?

- Lack of responsiveness (beyond generalists)
- Inconsistent interpretation of policies
- Lack of timely response
- Lack of subject matter expert response
- Outdated policies and failure to update
- Lack of group (HR Liaison) input in policy development
- Upgrading of Neogov was problematic; timeliness of change, communication with departments, and lack of process manual were issues
- Interview process is too rigid

- Lack of understanding by HR of individual departments and positions
- Length of time for applicant screening
- Accuracy of applicant screening
- Lack of training of HR staff and Liaisons
- Change in Veterans Preference; issue is also jumping through selection hoops when the applicant is clearly not qualified
- Assistance in hiring questions
- Why hire person who is clearly not the best qualified?
- Unnecessary processing of forms (e.g., DD214)
- Unnecessary requirement for submitting JAT for existing job positions
- Inconsistencies in process and responding to questions
- Understanding of roles, responsibilities, and relationships of HR Liaison positions
- HR Department is viewed as pushing work out to the Liaisons
- No follow-up to HR Liaison meetings; minutes not produced in a timely fashion
- Understanding of job hiring process from start to finish
- Timeliness of items needed at in-processing (e.g., identification badges)
- Policies out of date
- Consistency of process for hiring all positions, regardless of location in the County organization
- Need more generalists
- Manuals in intranet not updated
- Redesign of work process flow completed without discussing with users
- Annual employee evaluations

Question: How can the Human Resource Department improve in service to other elements of County Government?

- Increased training (including managers and supervisors)
- Better use of technology
- Communication (Listen to what we're saying!)
- Access to process manuals with flow charts
- Update supervisor manual
- Update HR Liaison manual
- Other employee manuals should be updated
- Enforce policies and procedures and ensure they apply to everyone
- Better follow-up
- Timely follow-up with folks not getting jobs
- Is staffing and span of control within HR Department adequate?
- Combine training with Liaison meeting
- Note on e-mail and voicemail when HR staff members are out of office
- Identify specific contacts throughout the organization for contact with Liaisons when they have questions
- Develop customer service standards

Question: What should the Human Resource Department be doing in the next 3-5 years?

- HR staff is supported by Leadership
- HR is appropriately staffed
- Schedule a HR retreat with HR staff and HR Liaisons
- All pre-hire activities are done before employee arrives; may include expansion of employee orientation
- Current policies are updated with correct information
- All job descriptions are updated and current
- HR staff have an understanding of individual departments; may include a required number of visits to each department each year
- Develop a checklist for HR Liaisons
- Update the customer service survey process
- Enhanced use of technology

Human Resources Department Session (November 1, 2017)

Attendees:

- Timica Adorno
- Kathy Butler
- Lillian Hutchinson
- Michael Durham
- Janet Eicher
- Ruth Gresham
- Saskia Niekoop
- Gina Peebles
- Marilyn Roberts
- Amy Whitehair

Strengths

- Customer service
- Responsive to employees and departments
- Provide solution strategies
- Serve as a collaboration team
- Internal communication
- Always available
- Rich talent pool in the Department
- Tribal knowledge
- Handle workload well
- Accountability
- Honesty
- Dependability
- Flexibility
- Cutting Edge activity
- Technology
- Knowledge of industry
- Friendly, approachable

- Multi-task
- Adaptability
- Able to connect macro to micro

Weaknesses

- Internal and external communication
- File organization (boxes and papers)
- Accountability
- Consistency
- Administrative workload
- Training (in a number of areas, including FMLA)
- Collaboration and communication between several key areas (Equal Opportunity, HR, and Organizational Development)
- Timeliness of procedures
- Procedures and policies in need of updating
- Process review and streamlining
- Computer software (green screen)
- Computer generated reports
- Organizational structure within HRD (by function and responsibilities)
- Internal trust within HR
- Recruitment
- Retention
- Budget
- Use of technology
- Need analysis of cost to hire new employees
- Audit processes are lacking

Opportunities

- To ensure consistency in classification and compensation
- Technology
- New HR Director
- Tapping in to local institutions of higher education (University of Florida/Santa Fe/Saint Leo)
- Internships/externships
- Expanded use of social media
- Collaboration with peer agencies
- Professional certifications
- Professional memberships
- Can serve as a professional training site for other agencies/organizations
- Balance centralized/decentralized Human Resource services
- Development of service level agreements with departments
- Enhanced communication with department we serve
- Receive funding from Supervisor of Elections

Threats

- Loss of funding
- Impact of Homestead Exemption increase
- Impact of Veterans Preference changes
- Impact of unions and impasse
- Salary/wage compression
- Lawsuits
- FLSA audits (lack thereof)
- GREC
- Library assuming responsibility for their own human resources (loss of \$92,000 annually)
- Burnout of current employees from workload

Alachua County Human Resources Department 2018-2020 Strategic Plan

Mission Statement

Current: The Mission of the Human Resources Department is to effectively serve Alachua County government by providing strategic and operational guidance in the recruitment, management, training, organizational development, and retention of employees.

Proposed: To provide world-class customer service and support to the citizens and employees of Alachua County.

Proposed Departmental Values Statements

- Integrity: Consistently doing the right thing and treating everyone equally
- Honesty: Admitting that you don't know what you don't know
- Respect: Being nice, watching your words, and being professional and helpful!
- Diversity: Open to diverse people, backgrounds, cultures, and thinking
- Innovation: Fostering out-of-the-box thinking; accepting new ideas; promoting change; and committed to continuous performance improvement
- Accountability: Owning up to your stuff! Holding others and yourself responsible for actions and decisions
- Communication: Providing information and guidance to our internal and external customers through a variety of communication vehicles

Strategic Goals, Strategies, and Objectives

Goal One: To provide effective guidance, service, and support for the human resources functions of Alachua County Government

Strategy 1.1: Effectively coordinate elements of employee and volunteer recruitment and selection utilized by individual departments

Objective 1.1.1: To support the recruitment activities of other departments of County government

Assigned Lead: Human Resources Manager

Timeframe for Implementation: Short-term

Objective 1.1.2: To support the County's continuing efforts at building an inclusive and diverse workforce

Assigned Lead: Human Resources Manager

Timeframe for Implementation: Short-term

Objective 1.1.3: To conduct a review of interview and supplemental hiring process questions in a timely fashion

Assigned Lead: Human Resources Generalists

Timeframe for Implementation: Short-term

Objective 1.1.4: To conduct a review of each applicant assessment tool in a timely fashion

Assigned Lead: Human Resources Generalists

Timeframe for Implementation: Short-term

Objective 1.1.5: To assign a Human Resources staff member to participate in hiring interviews for all division heads and Executive Service members and for other positions upon request

Assigned Lead: Human Resources Manager

Timeframe for Implementation: Short-term

Objective 1.1.6: To participate and support departments in implementation of the points-based hiring program

Assigned Lead: Human Resources Coordinator

Timeframe for Implementation: Short-term

Objective 1.1.7: To develop and implement a hiring matrix for use by departments

Assigned Lead: Human Resources Coordinator

Timeframe for Implementation: Short-term

Objective 1.1.8: To work with departments to ensure the timely notification of unsuccessful applicants during the hiring process

Assigned Lead: Human Resources Generalists

Timeframe for Implementation: Short-term

Objective 1.1.9: To assist hiring supervisors in developing recommended and consistent salary offers

Assigned Lead: Senior Human Resources Analyst

Timeframe for Implementation: Short-term

Objective 1.1.10: To conduct a review of all processes used in recruitment and hiring for efficiency, effectiveness, and need

Assigned Lead: Human Resources Manager

Timeframe for Implementation: Intermediate

Objective 1.1.11: To work with departments in ensuring consistency and timeliness in hiring decisions and on-boarding processes
Assigned Lead: Human Resources Generalists
Timeframe for Implementation: Intermediate

Objective 1.1.12: To develop a total compensation statement letter for new employees
Assigned Lead: Human Resources Coordinator
Timeframe for Implementation: Intermediate

Objective 1.1.13: To work with external agencies to benchmark assessment tools and processes for similar job positions
Assigned Lead: Human Resources Coordinator
Timeframe for Implementation: Intermediate

Strategy 1.2: Support the classification and compensation of positions within County government

Objective 1.2.1: To ensure a regular review of job descriptions for consistency and accuracy of information
Assigned Lead: Senior Human Resources Analyst
Timeframe for Implementation: Short-term

Objective 1.2.2: To develop general guidelines for assessing minimum qualifications, including drug testing, background investigations, and licensing requirements
Assigned Lead: Senior Human Resources Analyst
Timeframe for Implementation: Short-term

Objective 1.2.3: To continue to merge core competencies into job descriptions County-wide
Assigned Lead: Senior Human Resources Analyst
Timeframe for Implementation: Intermediate

Objective 1.2.4: To conduct a review of pay equity and compression issues for like positions
Assigned Lead: Human Resources Manager
Timeframe for Implementation: Long-term

Objective 1.2.5: To conduct a review of the classification specification review process for efficiency, effectiveness, and need
Assigned Lead: Senior Human Resources Analyst
Timeframe for Implementation: Long-term

Objective 1.2.6: To conduct a review of the Job Assessment Tool (JAT) job classification process to ensure effectiveness and efficiencies
Assigned Lead: Senior Human Resources Analyst
Timeframe for Implementation: Long-term

Strategy 1.3: Ensure compliance with Federal, State, and local laws and regulations governing human resource issues

Objective 1.3.1: To establish an on-going review process to ensure compliance with Fair Labor Standards Act requirements

Assigned Lead: Human Resources Manager

Timeframe for Implementation: Short-term

Objective 1.3.2: To establish an on-going review process to ensure compliance with Family Medical Leave Act requirements

Assigned Lead: Human Resources Manager

Timeframe for Implementation: Short-term

Objective 1.3.3: To conduct quarterly audits to ensure compliance with Veterans Preference requirements

Assigned Lead: Human Resources Coordinator

Timeframe for Implementation: Short-term

Objective 1.3.4: To establish an on-going review process to ensure compliance with requirements and regulations governing the use of employment backgrounds

Assigned Lead: Human Resources Manager

Timeframe for Implementation: Short-term

Objective 1.3.5: To work with Risk Management to establish an on-going process to ensure compliance with laws and regulations governing driver license requirements

Assigned Lead: Human Resources Coordinator

Timeframe for Implementation: Short-term

Objective 1.3.6: To work with Risk Management to establish an on-going process to ensure compliance with requirements and regulations governing employment drug testing

Assigned Lead: Human Resources Coordinator

Timeframe for Implementation: Short-term

Objective 1.3.7: To establish an on-going review process to ensure compliance with requirements governing public records retention and destruction

Assigned Lead: Human Resources Technician

Timeframe for Implementation: Short-term

Objective 1.3.8: To establish an on-going process to ensure compliance with requirements governing unemployment applications

Assigned Lead: Employee Relations Manager

Timeframe for Implementation: Short-term

Strategy 1.4: Support the employee discipline process within County government

Objective 1.4.1: To establish training protocols on disciplinary processes and procedures for managerial and supervisory personnel

Assigned Lead: Employee Relations Manager

Timeframe for Implementation: Short-term

Objective 1.4.2: To implement a more effective database for tracking and reporting employee disciplinary activity

Assigned Lead: Employee Relations Manager

Timeframe for Implementation: Short-term

Objective 1.4.3: To establish a formal conflict resolution process for use by employees and departments in County government

Assigned Lead: Employee Relations Manager

Timeframe for Implementation: Intermediate

Objective 1.4.4: To develop a disciplinary matrix for use by the County to ensure consistency of discipline and compliance with law, just cause, and prior disciplinary actions

Assigned Lead: Employee Relations Manager

Timeframe for Implementation: Intermediate

Strategy 1.5: Effectively coordinate elements of key employee relations activities, including collective bargaining processes for affected County employees

Objective 1.5.1: To assume collective bargaining responsibilities for the Alachua County Library system

Assigned Lead: Employee Relations Manager

Timeframe for Implementation: Short-term

Objective 1.5.2: To coordinate with Organizational Development staff on specific employee relations training issues

Assigned Lead: Employee Relations Manager

Timeframe for Implementation: Short-term

Objective 1.5.3: To develop an enhanced process of employee performance evaluations

Assigned Lead: Human Resources Director

Timeframe for Implementation: Short-term

Objective 1.5.4: To implement an effective process of employee exit interviews

Assigned Lead: Employee Relations Manager

Timeframe for Implementation: Short-term

Objective 1.5.5: To enhance the Department's ability to analyze and report on employee turnover data

Assigned Lead: Employee Relations Manager
Timeframe for Implementation: Short-term

Objective 1.5.6: To develop a management team approach for collective bargaining

Assigned Lead: Employee Relations Manager
Timeframe for Implementation: Intermediate

Objective 1.5.7: To enhance internal training and communication for Alachua County government managers and Human Resource personnel on collective bargaining contracts and issues

Assigned Lead: Employee Relations Manager
Timeframe for Implementation: Intermediate

Strategy 1.6: Maintain those programmatic and administrative functions necessary to support the Human Resources Department and Alachua County Government

Objective 1.6.1: To rebrand the Human Resources Department to more accurately reflect its current and emerging responsibilities within Alachua County government

Assigned Lead: Human Resources Director
Timeframe for Implementation: Short-term

Objective 1.6.2: To assume all responsibilities for administration and use of Neogov

Assigned Lead: Human Resources Generalists
Timeframe for Implementation: Short-term

Objective 1.6.3: To respond efficiently, effectively, and in a timely fashion to public records and information requests affecting human resources

Assigned Lead: Human Resources Technician
Timeframe for Implementation: Short-term

Objective 1.6.4: To implement the New World Human Resources Module

Assigned Lead: Human Resources Manager
Timeframe for Implementation: Short-term

Objective 1.6.5: To conduct a detailed workload and workflow analysis of activities of the Human Resources Department to determine current and future staffing needs and provide an on-going measurement of activities

Assigned Lead: Human Resources Director
Timeframe for Implementation: Intermediate

Objective 1.6.6: To effectively maintain employee records through KnowledgeLake

Assigned Lead: Senior Office Assistant

Timeframe for Implementation: Intermediate

Objective 1.6.7: To conduct a process review for the processing of all activities and forms utilized in human resource activities

Assigned Lead: Human Resources Coordinator

Timeframe for Implementation: Intermediate

Strategy 1.7: Provide world-class service to our internal and external customers

Objective 1.7.1: To develop and implement a customized Service Level Agreement (SLA) for each County department

Assigned Lead: Human Resources Director

Timeframe for Implementation: Short-term

Objective 1.7.2: To provide on-going training on human resources processes and requirements as needed by departments being served

Assigned Lead: Human Resources Manager

Timeframe for Implementation: Short-term

Objective 1.7.3: To develop a customer response matrix, identifying contacts and responsibilities within the Human Resources

Department and timeframes in which Human Resources staff are to respond to inquiries and requests for service

Assigned Lead: Human Resources Coordinator

Timeframe for Implementation: Short-term

Goal Two: To enhance the timely and accurate dissemination of information to internal and external customers through effective communications

Strategy 2.1: Effectively interact with the Department Human Resources Liaison positions as conduits of accurate information and timely service for our customers

Objective 2.1.1: To explore the reassignment of responsibilities of Human Resources Liaisons to existing Departmental fiscal assistants positions

Assigned Lead: Human Resources Director

Timeframe for Implementation: Short-term

Objective 2.1.2: In conjunction with affected departments, to clearly define the roles, responsibilities, and relationships of those personnel assigned as Human Resources Liaisons

Assigned Lead: Human Resources Coordinator

Timeframe for Implementation: Short-term

Objective 2.1.3: To promulgate a Human Resources Liaison Manual

Assigned Lead: Senior Staff Assistant

Timeframe for Implementation: Short-term

Objective 2.1.4: To ensure publication of the minutes of Human Resources Liaison meetings in a timely fashion
Assigned Lead: Senior Staff Assistant
Timeframe for Implementation: Short-term

Objective 2.1.5: To ensure consistent and comprehensive training of designated Human Resources Liaisons
Assigned Lead: Human Resources Coordinator
Timeframe for Implementation: Intermediate

Strategy 2.2: Provide effective communication with our customers through a variety of communications vehicles and with enhanced knowledge of the departments served

Objective 2.2.1: To enhance communication with Alachua County managers and supervisors on human resource issues
Assigned Lead: Human Resources Director
Timeframe for Implementation: Short-term

Objective 2.2.2: To include access to the Department Strategic Plan on the County Government intranet
Assigned Lead: Human Resources Manager
Timeframe for Implementation: Short-term

Objective 2.2.3: To institute a periodic Human Resources electronic information transmission
Assigned Lead: Human Resources Director
Timeframe for Implementation: Short-term

Objective 2.2.4: To empower Human Resources members at the most appropriate level to provide direct and timely communication with outside departments
Assigned Lead: Human Resources Director
Timeframe for Implementation: Short-term

Objective 2.2.5: To develop a schedule of on-site visits of County departments by Human Resources staff
Assigned Lead: Human Resources Manager
Timeframe for Implementation: Short-term

Objective 2.2.6: To develop a Frequently Asked Questions (FAQ) page on the Human Resources Department webpage
Assigned Lead: Human Resources Manager
Timeframe for Implementation: Intermediate

Goal Three: To provide a professional environment within the Human Resources Department that attracts, retains, and professionally develops our staff

Strategy 3.1: Develop Human Resources Department members as leaders within Alachua County Government

Objective 3.1.1: To enhance attendance by Departmental personnel at external leadership, management, and supervisory courses

Assigned Lead: Human Resources Manager

Timeframe for Implementation: Short-term

Objective 3.1.2: To develop an individual plan for personal growth and professional development for each member of the Human Resources Department

Assigned Lead: Human Resources Manager

Timeframe for Implementation: Short-term

Strategy 3.2: Enhance professional standing and recognition of Department members

Objective 3.2.1: To enhance attendance by members of the Human Resources Department at conferences, seminars, and webinars related to their jobs and responsibilities

Assigned Lead: Human Resources Manager

Timeframe for Implementation: Short-term

Objective 3.2.2: To encourage membership by members of the Human Resources Department in appropriate professional associations and organizations

Assigned Lead: Human Resources Director

Timeframe for Implementation: Short-term

Objective 3.2.3: To encourage appropriate certifications by members of the Human Resources Department

Assigned Lead: Human Resources Director

Timeframe for Implementation: Short-term

Objective 3.2.4: To ensure Human Resources Department personnel have access to professional publications and information regarding human resource issues and resources

Assigned Lead: Human Resources Director

Timeframe for Implementation: Short-term

Objective 3.2.5: To initiate collaborative activity and discussions with local human resources professionals

Assigned Lead: Human Resources Coordinator

Timeframe for Implementation: Intermediate